

**Virginia Workforce Council
VCU – University Student Commons
Richmond, Virginia
December 4, 2003
Minutes**

I. Call to Order – Chair Marjorie M. Connelly

Chair Connelly called the meeting to order at 9:10 am. The public comment period to come later was announced.

II. Roll Call – Members Present

Marjorie Connelly, Chair	C. Michael Ferraro
Michael Daniels, Vice Chair	Richard Gonzalez
David Brash	Hugh Keogh
John Cannon	Daniel LeBlanc
James Copp	Senator Yvonne Miller
Mayor Rosalyn Dance	Robert Myers
Mark Dreyfus	Don (Robin) Sullenberger
Dr. Glenn DuBois	Secretary Belle Wheelan
Dolores Esser	Secretary Jane Woods
	Andrea Wooten

Chair Connelly welcomed Lenita Jacobs-Simmons, Philadelphia Regional Administrator for the Employment and Training Administration of the U.S. Department of Labor and Kit Donahue, Director of the Office of Systems Performance of the U.S. Department of Labor.

III. Approval of the Minutes – Chair Connelly

The minutes of the March 27, 2003 meeting were approved.

IV. Public Comment – Chair Connelly

There were no public comments.

V. Revised 2003-2005 Virginia workforce Council Vision and Goals – Chair Connelly

This is a follow-up to the strategic planning retreat held on November 5-6, 2003. The discussion was about the Council's strategic goals, mission, vision, etc. Feedback was received from members on the vision, mission, strategic goals, etc. Some organization and condensing of those thoughts were done

The proposed Vision statement is: "Our commonwealth has a world-class workforce system that creates a well-trained, well-educated and globally competitive workforce that

understands and is qualified to meet the needs of employers – both now and in the future – and that is engaged in lifelong learning.” The intent of the Mission statement is to capture a broader mission but also get more explicit about the Council’s responsibilities. One is more tactical and focused on what we do versus the impact we want to have broadly. The proposed Mission statement is: “The Virginia workforce council is a business-led board that acts as principal advisor to the Governor and provides strategic leadership to the state regarding the workforce development system and its efforts to create a strong workforce aligned with employer needs.”

The attendant responsibilities are not intended to be inclusive but are the ones that the Council absolutely has to perform. The Council acts as the principle advisor to the Governor and its role is to provide strategic direction as well as feedback on specific activities; also to recommend use of the WIA statewide discretionary funds that are available; to set policy and standards, providing a level of oversight and assessing the performance of the WIBs. If we have some consensus around how we think some things should be directed and some views on the effectiveness of how they have been used, that is part of we can do is we can express that and encourage changes based on that point of view.

Values are great, but can be meaningless if they are not tied to the behaviors that are consistent with those values. The values were made clearer by adding behavior descriptions. Customer-driven, fact-based, collaborative, continuously improving, career-focused, proactive and inclusive are the values. Some modifications were made to the descriptive behaviors.

The goals focus on the macro level, which is the most meaningful level for the Council. The Council’s role is to provide strategic vision and strategic goals as opposed to the prescriptive, tactical activities. From time to time, the Council will be passionate about certain tactical issues, and will engage, but this is not the primary purpose of the strategic goals. For each goal, there is a list of areas to be included within those goals. The intent is not to prescribe those at this stage of the game but to send the message to staff to examine and consider these interests in reporting back to the Council. This was framework used.

Condensing resulted in five proposed goals, which are: (1) Integration and Alignment - Achieve greater integration and alignment of the various parties and programs within the Virginia Workforce Development Network; (2) One-Stop Excellence - Promote excellence in the operation of all On-Stop Career Centers and WIB’s; (3) Awareness and Confidence - Increase the awareness, confidence and engagement of stakeholders in the Workforce Development System; (4) Metrics & Incentives- Develop a robust set of metrics and processes to effectively assess and incept performance; and (5) Key Player Effectiveness- Enhance the effectiveness of the key players within the workforce system. A few changes to the goal statements’ language, such as clarifying that Local Excellence pertains to the system and not just the One Stops and broadening the scope of participation under Key Player Effectiveness to include labor, economic development,

etc. The revised vision, mission, values and goals will be posted to the Council web site next week.

On Council organizational matters, Chair Connelly stated an interest in more effective and efficient Council meetings. There needs to be good interaction between members to ensure that the Council is doing its job in a very effective way. Establishing a more structured agenda with certain standard components, such as a metrics review and checking progress against the five goals, etc.

Chair Connelly stated the recommended committee structure mirrors the 5 strategic goals. The intent is to have five Committees with four-five members per Committee, with each Council member serving on one committee. There would also be an Executive Committee that would consist of the Governor, council chair and co-chair, Cabinet Secretaries, committee chairs, one delegate and one senator. Dr. Bolin requested that she be on the Executive Committee and Chair Connelly agreed. The Executive Committee would be responsible for reviewing the WIA discretionary funds. The recommendations might come from different sources, but the Executive Committee would have final say on expenditure recommendations to the Governor.

These will be the only standing Committees. There is also an opportunity to have ad hoc task forces. If there are specific issues of concern to the Council requiring in-depth and broad based investigation, an ad hoc committee could be formed and disbanded once the issue is resolved or a Council recommendation is made. There was discussion about bringing economic development and education expertise to bear on Committee deliberations. Dr. Bolin stated that these functions have their own Councils and Boards and Council members should also sit in as observers. Mr. Keogh added that for the Virginia Economic Partnership (VEDP), the workforce is one of the chief determinants for industrial location and the Council should at a minimum brief the VEDP Board of Directors at least annually on Council activities. Chair Connelly stated that this type of activity relates beautifully to the first goal about integration and alignment. A large part of the Council role is about collaboration. A good place to start is to identify the important collaboration opportunities for the Council. For example, we could start with the education and economic development fronts and identify what collaboration needs to take place to make sure those activities are appropriately lined up with the Council goals.

Chair Connelly asked for endorsement of the vision, mission, values, goals and Committee structure with the changes that were discussed. A motion was made and seconded to adopt and the motion carried. Ms. Robinson was asked to send an email to Council members next week requesting their first and second choices for Committees and whether they are interested in a Committee leadership role. Chair Connelly said she would do her best to match members to where their passion lies.

VI. State Partner Memorandum of Understanding (MOU) – Caprichia Thurston

Ms. Thurston explained that Secretaries Wheelan, Woods and Schewel and respective staff have worked for several months on the MOU to promote statewide coordination.

The primary contributors for Commerce and Trade were Secretary Schewel and Deputy Secretary Matt Erskine; for Education, Secretary Belle Wheelan, Deputy Secretary Peter Blake and State Superintendent of Public Instruction, Dr. JoLynn DeMary and for Health and Human Resources, Secretary Jane Woods and former Deputy Secretary Wayne Turnage. The MOU continues for a term of one year and we will be revisited annually.

The MOU was signed on November 5, 2003. The WIA clearly identifies the one-stop system as the system of total integration for service delivery. The Virginia Workforce Network consists of a local network of workforce centers in which partners come together to administer these programs. This MOU sets forth the terms of agreement for cooperation and consultation with regard to the implementation of the WIA in Virginia. This state level MOU serves as direction for local MOU development.

The MOU is strictly for employment and training services and supportive services for these programs under the Secretariats of Commerce and Trade, Education and Health and Human Resources. For Commerce and Trade, the agencies covered include the Department of Housing and Community Development, the Virginia Employment Commission and any other entities that provide supportive services or offer employment and training programs. For Education, the agencies covered are the Department of Education and the Virginia Community College System and any other services that provide for workforce training. For Health and Human Resources, the agencies covered are the Department for the Aging, the Department for the Blind and Vision Impaired, the Department of Rehabilitative Services and the Department of Social Services.

Governor Warner's Vision is that the Virginia Workforce Network shall satisfy two very comprehensive, yet fundamental, objectives, which are: (1) to assist individuals in obtaining employment that leads to self-sufficiency by receiving services delivered in a seamless and integrated service delivery system; and (2) to eliminate the duplication of services, reduce administrative costs, enhance participation, accommodate the demand needs of employers and improve customer satisfaction.

The MOU is necessary to ensure the successful implementation of the Governor's vision. And to foster the establishment cooperative and mutually beneficial relationships among the required partners and optional partners that can participate.

The MOU sets forth the relative responsibilities of the partners as they relate to the planning and implementation of the comprehensive workforce investment system in Virginia at the state and local levels. Since the inception of the WIA, there has been a lot of the state for not issuing a State MOU to provide local direction. This Administration, through the respective Secretaries is providing the necessary direction.

Each partner should use a portion of funds available to the partner's program, to the extent not inconsistent with the Federal law authorizing those programs, to create and maintain the one-stop delivery system, including a common case management system.

Partners are to participate in the development and implementation of a unified plan and a joint budget for the local area and participate in the development and implementation of a common referral system while committing the effective flow of customers.

Mr. Ferraro asked about the Council's responsibilities in the process and implementation of the MOU? Ms. Thurston indicated that the draft MOU had been presented to the previous Continuous Improvement & Evaluation Committee for review and comment. Mike Ferraro is concerned that he has seen local MOUs, but only WIA budget and no partner budgets. Mr. Ferraro asked if it is the wish of the Secretaries for their funds that are allocated at the local level be co-mingled in a joint budget agreement between partner agencies. Secretary Woods stated that rather than co-mingled budgets, for the HHR agencies, funds would be drawn down as HHR clients are served. It would be a post event or current as clients are served as opposed to an annual kind of dump.

Chair Connelly stated that since this is the beginning of this effort, the Council should receive a report at some interval on what has changed. The hope is there will be more fund leveraging and sharing. Secretary Woods also suggested a meeting of WIB Directors and partners to walk through the provisions and the specifics of the attachments. Staff should move forward to conduct education for the WIBs and partners and then allow some time for communication and understanding. Maybe in about 6 months, the Local Excellence could examine progress on the MOU.

Dr. Bolin cautioned that technically we do not have a system defined yet and it is still a work in progress. The MOU, which has a 1-year term, may need to be reviewed in light of any decisions the Governor will make in the next 2-3 months. Dr. Bolin stated that the MOU is a good document but expecting results in four months when we are in such a state of flux is a little optimistic, because there may not be a lot of change at the local level until there is some change at the state level. Additionally, the WIB Chairs Association should be involved in this type of discussion. This is an embryonic group that needs direction and help. Dr. Bolin intends to foster the Association in the context of peer-to-peer learning. That is the vehicle that the Council should look to help, by bringing the WIB chairs together occasionally and certainly bringing the WIB Directors together monthly, so that we can all work together to understand what this MOU says and what the expectations are.

VII. National Governor's Association (NGA) – Gail Robinson

The National Governors' Association's Center for Best Practices from time to time sponsors Academies, which are designed to assist Governors and their senior staff to focus on prominent policy issues in the states. The intent is to take busy public and private policy officials at the state level away from their daily demanding schedules to problem solve about critical policy issues. The Workforce Policy Academy is designed to more closely align workforce and economic development and education. It departs from 20th century problem solving in that it recognizes the cross-functional nature of workforce policy. The Academy also brings states together to share ideas and solutions.

Virginia applied for the Workforce Policy Academy in the fall of 2002 because in the first 8 months of Governor Warner's administration, he unveiled a myriad of workforce, education and economic initiatives. The timing just made sense from the standpoint of the new administration. Secretary Schewel also thought that the exposure and participation in the Academy would better position the state in implementing Governor Warner's workforce reform agenda. Additionally, workforce policy discussions had begun in earnest, in both the executive and legislative branches. This council, back in 2000, also began raising the critical workforce issues.

The Academy structure involved the selection of 6 states and their respective teams. The 6 states are Idaho, Montana; Missouri, Ohio; New Jersey and Virginia. The state teams had to be cross-functional teams, to include a representative from the Governor office. Virginia's team is: Secretary Schewel, Dr. Bolin, Secretary Wheelan, Jane Kusiak, an Advisor to the Governor, Wayne Turnage, most recently Deputy Secretary of Health and Human Resources, and now Director of Policy and Research at the Department of Medical Assistance Services; myself, Hugh Keogh, Calvin Jamison, Richmond City Manager and Edwin Whitmore, County Administrator for Smyth County. The Academy has had two meetings, one last March in Maryland and one last October in St. Louis. Virginia developed goals related to the Governor's workforce reform agenda.

Three universities provide research support for the participating states; the University of Texas at Austin, Rutgers and the Northern Illinois University. Virginia's three goals relate to: building and strengthening a workforce system that responds to employers and individuals; addressing employer demand in terms of providing a pipeline for workers, using maritime industry and the healthcare industry; and moving at risk population into the primary labor market.

VIII. Strategic Guiding Principles & Governance Standards for Virginia's Workforce and Career Development System – Dr. Barbara Bolin

Dr. Bolin explained that at the planning retreat, members were supplied four documents: the minimum standards for one-stop career centers: certification of WIB membership: certification of local boards; and system governance standards. Those documents have been modified to address some concerns.

Members requested side-by-side analysis tying existing policy to what is being proposed. In front of each document is a single sheet, which indicates the purpose of the document, what the key elements are and what changes will result in current WIA policy. Adoption of these documents cannot be done without their being posted to the web for public comment period for a certain amount of time. There was general consensus to post it on the web. Ferraro inquired whether the Council should consider eliminating the mandatory partner participation at the local board level. Since the Congress is considering doing this, does the Council wish to take the lead, in this regard. Dr. Bolin stated the size of the local WIBs couldn't be limited until the present legislation is amended.

Since the Council is not scheduled to meet again until March, and in the interest of time, Dr. Bolin requested permission to post these documents for public comment. Also, it is preferable to get approval before March. Ms. Wooten raised the question about the possibility of a telephonic meeting, where the public could call in to participate. Ms. Robinson responded that that question had been raised at the start of the Council in 1999 and at that time staff were advised by the Attorney General's Office that a quorum had to be physically present to allow a physical location for public comment. If a quorum is physically present, then other members can teleconference in and this has been done with Committees. Ms. Robinson stated that this situation could have changed and staff would inquire of the Attorney General's Office about what telephonic meeting options are available to the Council.

Chair Connelly asked Ms. Robinson to poll Council members to determine the interest in an early January meeting targeted around this particular issue. It was recommended that the Governor be provided a copy of the documents to indicate the sense of urgency and that time is of the essence. Dr. Bolin stated she would do that.

A question was raised about the role of the Executive Committee and can this committee conduct meetings in the absence of a full council. Ms. Robinson responded that the Council's Articles of Organization allows the Executive Committee to act in the absence of the full Council. The Council can review its Articles of Organization at its next meeting.

IX. Administrative Update – Dr. Barbara Bolin

Dr. Bolin reported that she started work on July 1, 2003 and provided workforce reform recommendations to the Governor on August 26, 2003. Since then, Dr. Bolin has provided the Governor with seven alternatives to the original recommendations. As a result, the Governor intends to have several meetings with business leaders, labor leaders, educators, and other stakeholders who may be affected. Chair Connelly has been asked to participate in one of those meetings whenever they are held. The Governor's budget will be presented on Dr. Bolin indicated that there may be language included about workforce development.

Dr. Bolin has been touring the state and by Christmas, she will have visited almost every WIB and many of the one-stops, in an effort to get to know the people in the field. Dr. Bolin's assessment is that there is excellent work being done across the state. There is also tremendous variety and momentum. Dr. Bolin believes that Governor Warner created this excitement when he came into office. The Governor's early work and emphasis on workforce development has created a lot of excitement. Dr. Bolin is confident that when the Governor makes a decision on her recommendations, there will be enthusiasm in the field to move forward,

Mr. Keogh asked that if the new agency were not identified in the budget, would the agency show up in August as an addendum or executive order. Secretary Wheelan stated that the Governor is still working on the vehicle for his reforms. Secretary Wheelan does not think that the Governor will overlook workforce development, but exactly how and

what form that will take is still being worked out. The Governor is committed to the agency and there will be something forthcoming.

Dr. Bolin continued her remarks on the Career Readiness Certificate. Workforce development was included in the Governor's announcement of Education for a Life Time. At the October Summit the Governor announced two things. The first was the Race to GED and the other was the Career Readiness Certificate. The next day a Task Force was formed of people who volunteered from other agencies and other organizations. The concept is to produce portable credential, which is something the Council has supported for some time.

The Task Force has looked at what other states have done and it has been based on four of the Work Keys assessments and set at certain levels. The credential is a state level issued certificate and it was a portable credential that employers valued. Michigan has one and Kentucky has had a two-tiered certificate for a couple of years. Louisiana is about to implement a single level certificate and Indiana has a single level certificate. There are 5 pilot sites at Community Colleges in Virginia, which were set up before Dr. Bolin arrived. The pilot sites will report their findings at the next meeting of the Task Force, which is December 8, 2003.

The Governor that we explore the possibility of a regional credential and we will be talking to 6 other states that are very interested and excited about cooperating and collaborating with Virginia to develop a credential that is recognized across seven states. The Task Force has decided on a three-tier certificate would be more beneficial in upgrading people's skills. If the 7 states can agree on the basic credential, the Task Force is recommending that technical credentials be an optional addition.

The Race to GED is modeled after an initiative that is well established in Martinsville and there is a representative here to provide an update on this effort. Stacy Wright, Regional Program Manager in Adult Education and a member of West Piedmont Workforce Investment Board reported that the economic situation in the area precipitated the focus on the number of people aged 25 and older who do not have a high school credential. This is the minimum credential to get into the workforce and be successful. This is their number one goal. To that end, the Race to GED was aggressively marketed and promotional and implemented for the first time in a rural area in the Commonwealth. It is a fast track program. The economic development people are extremely excited about this because the area could not wait for the census to be done for another ten years, then another two years to extrapolate the information and attract businesses to the area. With this aggressive campaign to credential an additional 2400 people in our area, economic developers will have for the first time a very good stance to say promote businesses location in the area. Current enrollment, before the start of the Race to GED was 3500 enrolled in adult education classes. That number is up 20 percent from last year.

VEC Commissioner Dolores Esser reported on the WIB performance data, which included a handout. The report provides the Negotiated Performance Level (NEG) and the actual performance for program year 2001 and 2002. The red blocks means the WIB

has not achieved that performance for two consecutive years. The ones that are in red typeface indicate that the WIB did not achieve the performance for that particular year. The two-year block of red means they have not made that performance measure for two years straight.

The second report is on the state of Virginia for the same measures in total and as the report indicates, for the final measures for 2002; Virginia has met or exceeded all of the performance measures. There are two errors that were discovered this morning and the corrections have been penned in for New River Mount Rogers, which is area 2. Dr. Bolin inquired about the consequences for the red blocks. Ms. Esser stated that the Council has the option to apply sanctions when the WIB fails to perform in to two consecutive years. The Council has not had this discussion because the state has just reached that point where there is two years worth of data. Additionally, the WIB will be given a chance to explain the failure to meet performance.

A question was raised about how the goals are negotiated and what factors go into determining whether a high or low goal. Ms. Esser stated the state level is negotiated with the Department of Labor, taking into consideration a roll up of all 17 WIBs. The state concentrates on certain areas that are doing better economically to balance out a reasonably lower expectation in some of the other areas. The number of unemployed and those that are economically disadvantaged in the area are taken into account. Those are the major factors that are taken into consideration. Virginia's performance measures were much higher than some of the other states in the region. We were successful in renegotiating two lower levels to accommodate reality.

When questioned about area 5, Ms. Esser stated this area has had a difficult history, and the representative was not here today to answer the questions, but in the future, it is reasonable to get progress reports from the WIB. This is also related to re-certification of the WIB. The Council needs to put a procedure in place for addressing these kinds of issues and not just on a WIB by WIB basis but across the board, so that after year one if the WIB fails to meet a performance standard, there is a corrective action plan and after year two, if failure continues, sanctions may be applied. It may not be fair to do it now without having something in place. Chair Connelly recommended that the Metric and Incentive Committee should assume responsibility for this issue and there was consensus that WIB 5 representatives should attend the next Council meeting to report action taken to address the failure in performance and to indicate to how the Council could assist the WIB, in this regard. Brian Davis stated as far as corrective action to date, the state has done regional monitoring and there have been some cases of corrective action if there is a particular finding in that area.

There was interest in receiving information on participants served and the number of ITAs issued. Chair Connelly asked for a follow up at the next meeting on this information. A question was raised about the existence of a cost efficiency measure. Dr. Bolin stated there is a very strong movement at the federal level to reduce the 17 measures to 8; four adult and four youth, and there is an efficiency measure in each one of those.

A concern was raised about participant and employer response rates. Chair Connelly stated this might be something the Council wishes to develop a point of view about, i.e., what is the appropriate rate and will it have cost implications. What is the appropriate target rate and what would it take to reach 50 percent for participant and 70 percent for employers or something along those lines, so that the Council can understand what the cost is versus the potential value. Ms. Esser stated that staff could look at the existing contract and to determine if there is a need to increase the amount of times the contractor attempt callbacks. Chair Connelly also asked staff to consider a visit by Council members to a Virginia Workforce Center after the next Council meeting in March.

X. Redesignation of Workforce Region 2000/Central Virginia and Central Virginia Workforce Investment Areas – Dr. Barbara Bolin

Dr. Bolin reported that in June of this year, Appomattox County submitted a letter to the state requesting that the County be removed from workforce investment area 8 and realigned with local workforce investment area 7. Workforce area maps were handed out to Council members. The five existing member jurisdictions of area 7 includes the counties of Amherst, Bedford and Campbell; the cities of Bedford and Lynchburg. Those five member jurisdictions are all in agreement that this should happen. The local area 7 WIB has also accepted the request and endorsed it. However, designation requires the approval of the Governor after consultation with the Council. Before the Governor can grant the request, in addition to consultation with the Council, there has to be consultation with the local elected officials in both areas and there must be a public comment period. The Administration's recommendation is that the Council forwards this request to the Governor with a favorable recommendation. This would be subject to successful consultation with the local elected officials and the results of a 30-day comment period. This would be handled administratively by the locals and the WIA Division.

A question was raised about the reason for the request from Appomattox County. Danny Inge, WIB Director from region 7 stated when the initial designations for workforce areas was made, Appomattox felt that its best interest laid in area 8, but in fact what they discovered is that they should have stayed in the traditional boundaries of Region 2000. In the regional commission, the Economic Development Partnership, Adult Literary Council, etc includes Appomattox County. The County came to realize that it would be better served by being part of region 7 and requested membership. There was a motion to approve. The motion was properly seconded and approved.

XI. Virginia Electronic Commerce Technology Center (VECTEC) Electronic Business Research Center – Bill Muir, Director, VECTEC

Before the presentation, Ms. Robinson stated that Brett Vassey could not be present today but there were two pieces of information that he had sent. One in support of VECTEC and the other in reference to what the Virginia Manufacturing Association's Committee has recently concluded about workforce issues. Dr. Bolin added that Mr. Vassey is a member of the VECTEC board. Dr. Bolin indicated that one of the consistent things that you hear when traveling across the Commonwealth from local WIBs is how difficult it is

to get the data to make intelligent decisions. Data needs to be timely and granular. The software that is being developed has all sorts of possibilities.

Bill Muir, VECTEC Director, indicated that VECTEC is a nonprofit university based organization at Christopher Newport University, whose mission is to help small and medium businesses to understand and learn about the Internet and e-commerce. The Council will be shown the IPAC manual. The data is a working document with the 17 jurisdictions in Tidewater that participated in this IPAC. It is a web based system and the data was gathered in the spring and early summer. It was submitted in July when the data was entered by November, December before the document came out and they were already in another budget cycle. The timeliness of this is what is most beneficial.

The job report is a listing of all the jobs that are common to all the jurisdictions. The name may be different but there is a general generic definition and the title that each jurisdiction calls that position, which may not be the same, but what is done in that position is the same. Part two is the job descriptions. It also indicates how many people are working full time, at the present time and what the average salary is at the present time. The information is real time data.

.
It was suggested that for the workforce system the appropriate committee needs to examine what is currently available and what other tools might augment that and make a recommendation to the Council to advance a system statewide that would meet the needs of the WIBs. There needs to be WIB involvement in this discussion. As the state embarks upon workforce system redesign, the issue of data collection and dissemination is critical.

XII. Aging and Incumbent Worker Study – Kelly Mikelson, Research Associate, Urban Institute

Kelly Mikelson introduced Demetra Smith Nightingale, co-author on the report. This was a six-month study, which began in mid-May and concluded in mid-November. There were four primary objections. The first was to analyze the current and changing characteristics of Virginia's workforce to begin to understand the supply side of the workforce in Virginia. The second objective was to examine the trends in workforce demand and in particular to focus on occupations and skills that were expected to be growing and declining in the next five years. The study team relied on Census, VEC and BLS data as well as a Gallup survey of 1,000 Virginians that was conducted during August and community forums held in Richmond, Abington and a national forum, which included some national workforce development representatives. The third objective was to identify the best practices in Virginia and elsewhere and these we identified through a review of the relevant literature and through the forums and talking to the workforce employer representatives. The fourth objective was to provide a series of recommendations for public and private sector policies and strategies that would be appropriate for Virginia in the coming years. The report includes 6 recommendations.

Of special interest is the Gallup survey of Virginia workers, which confirmed a lot of the findings from the BLS and the Census data. It showed over 60 percent of Virginia workers, their current job required on the job training. That on the job training might range from less than one month to more than twelve months. There is quite a bit of regional variation and Council members are encouraged to look at the final report to get a better understanding of the regional variations. One of the other things analyzed in this report was looking at the jobs that are likely to be in demand and those that are likely to be in decline over the next five years.

The Gallup survey gathered quite a bit of information about workers and skills that they currently have and the skills that they are likely to be seeking in the future. In general, workers said that problem solving and teamwork, things we think of as more as soft skills, are important in their current jobs. The skills that workers report as required for their current job, over 90 percent, said that problem solving and working, as a team member was required. 70 percent said that computer skills were required and although 70 percent said they currently use computers, this was the highest growth area in terms of workers seeking future skills. Virginia workers were asked by the Gallup which skills they would be very or somewhat likely to upgrade in the next five years, almost three quarters, was the most commonly cited category of skills and also soft skills as problem solving, working as a team member.

The survey findings of where workers would likely seek future training. 84 percent said they would seek that training on site or on the job, only a quarter said the one-stop career center would be the source of future training. This is for workers who said they would be likely or somewhat likely to seek future training. There are several other training institutions that are clearly playing a role in providing training to workers, private training institutions and community colleges.

The six interrelated strategic recommendations are drawn from all the work throughout this study. The purpose of the recommendations is to assist Virginia in trying to raise the skills of the workforce and productivity. There are two common underlying features of the six recommendations. They require state-level leadership, although they should be tailored to each of the regional and local areas, state-level leadership is required. The second underlying feature is the recommendations rely on data and information about characteristics of the labor force and labor market trends and to continually review that data and to adapt these recommendations to the changing needs of the areas. Some of these strategies may already be in the planning stages or under way. Clearly, Governor Warner and the council are actively engaged in assessing and reforming the workforce development system so it is within that environment that we make the recommendations.

The first is to create a high-performance career development system built around the Workforce Investment Boards and career centers. The second recommendation is to improve the link between training initiatives and specific occupations and industries. The demand plan that is under way in each WIA area as well as the regional occupational projections that are available through the VEC provides a basis for strategic planning. The third recommendation is to consider more industry or occupation specific sectoral

training strategies to take advantage of economies of scale. This means linking training to a particular employer or cluster of employers. This is particularly effective for a group of small businesses or less populous areas of the state to take advantage of saving costs. The fourth recommendation is to encourage more partnerships between Virginia's community colleges, employers, and other training providers. The fifth recommendation was to identify untapped human capital, particularly among mature and older workers and to invest in their skills development. The sixth recommendation is to incorporate ongoing long-term support services for low-skilled, disadvantage workers. Here the important thing is to think about increasing the overall skills and productivity of Virginia's workforce and that the publicly funded programs should continue to embrace upgrading the skills of low-income individuals to increase job retention and advancement.

XIII. Regional Assessment of Workforce-Driven Demand for Educational Programs – Dr. A. Fletcher Mangum, Managing Partner, Mangum Economic Consulting, LLC

Dr. Mangum presented an update of the analysis first reported at the June 2003 meeting of the Council. That analysis was regional business driven demand for education and training that was requested by Michael Ferraro, who was then chair of the Career Training and Education Committee. That analysis used Virginia Employment Commission (VEC) occupation and employment projections to map them regionally into specific educational and training programs.

The study was requested by the VEC, the Virginia Economic Development Partnership and the Virginia Community College System to support their efforts as part of the home team working on goal two, of the National Governor's Association Workforce Policy Academy. There are three components to the analysis. The first is the demand component. The second component looks at historic data in terms of the number of graduates and assesses the likely number of graduates that we will have from those individual instructional programs. And the third is looking at the gaps between the two.

On the demand component, the VEC's 2000-2010 projections for occupational employment projections are used. Those cover 700 specific occupations. On average over that ten year forecast horizon, the VEC projects there will be 155,159 openings per year. That data is cross-walked from occupation into instructional programs. That crosswalk identifies the training requirements for 1,364 occupations and the minimum training that would be required for entry into those specific occupations. That data is then sorted according to the Bureau of Labor Statistics classification scheme that was referred to in the prior analysis.

BLS has eleven education training categories that they use to classify occupations according to the minimum degree or award level that is required typically for entry into that position. Seven of those were examined. The first is professionals, lawyers, doctors; the second would doctoral degrees; the third is masters, baccalaureate, associates and then post-secondary vocational training which would include first or

one year certificates and two-year certificates. The other four categories which are in that 64 percent that you were discussing earlier are positions that require on the job training or require a degree plus work experience. In the last step of the analysis on the demand side, those occupational openings are allocated to instructional programs.

On the supply side, the Integrated Postsecondary Educational Data System (IPEDS) is used, which is the data system of the U.S. Department of Education. Historical graduate data for Virginia is examined for public and private non-profit institutions. The final stage of the analysis examines at the gaps between the two. At the bachelors level the largest gaps, the five highest at the BA level, would be computer engineering, information sciences, elementary education, computer science, and management information systems. At the associate level, data processing technology, funeral service director, radiological techs and health information. At the post-secondary vocational level, these are one or two year certificates, automobile mechanics, LPNs, welding, computer and information sciences, diesel mechanics, legal administrative assistant, computer installation and repair. The final study is available from the Virginia Community College System and Katherine DeRosear would be glad to furnish you a copy of the full analysis if you require it.

Dr. Bolin commented on the new portfolio that had been made for each council member and indicated to them that it was hoped that they would use it as their little brief case as they get packets of materials they can put it in there. It is separated into three panels for that specific information. It was a resource to help them keep their material organized.

XIV. Adjourn – Vice Chair Daniels

Vice Chair Daniels thanked the presenters, the staff, audience and all the council members for their attendance today, Lenita Jacobs-Simmons and the staff for attending. The next council meeting is March 31, 2004, at the same location and the details will be posted on the council website and the Commonwealth calendar. The meeting was adjourned at 1:30 pm.